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**REPORT
and
RECOMMENDATIONS**

JUNE 1968

**GOVERNOR'S COMMISSION
TO
REVISE
THE PUBLIC EMPLOYE LAW
OF
PENNSYLVANIA**



COMMONWEALTH OF PENNSYLVANIA
Raymond P. Shafer
Governor
DEPARTMENT OF LABOR AND INDUSTRY
John K. Tabor
Secretary

#7343



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REPORT AND RECOMMENDATIONS OF THE
GOVERNOR'S COMMISSION TO REVISE THE PUBLIC EMPLOYE LAW OF
PENNSYLVANIA

The Honorable Raymond P. Shafer
Governor, Commonwealth of Pennsylvania

Sir:

Under date of May 14, 1968, you directed us (Appendix A)
to

"Review the whole area of the relations of
public employes and the public employers and
to make recommendations to the Governor for
the establishment of orderly, fair and workable
procedures governing those relations, including
legislation, if the Commission deems it appropriate."

We have conferred with officials of the States of Wisconsin and Michigan and the City of New York concerning the administration of their laws regulating bargaining between public employers and employes. Public hearings have been held in Harrisburg, Philadelphia, Wilkes-Barre, Erie and Pittsburgh, and we have invited the participation of the public and the press. (Appendix B)
We received written statements from, and conferred with 88 persons

(Appendix C) representing 63 agencies, a broad spectrum of representatives of both public employers and employees.

The members of the Commission (Appendix D) come from widely diversified backgrounds, but we believe it can be said that each of us has had considerable experience either in public administration or with laws governing relations between employer and employee. We have met in executive session on numerous occasions.

Within a matter of days we shall place in your hands a draft of legislation which we unanimously endorse and recommend for submission to the General Assembly. Our files are available to you or to the appropriate committees of the legislature, as we may be directed. Pending such submission we summarize our recommendations and explain them as follows:

Summary of Recommendations

1. The Public Employee Act of 1947 should be replaced by an entirely new law governing relationships between public employers and employees.

- a. We favor a single statute for all public instrumentalities and their employees, in order to insure a uniform policy for all agencies of government.

2. The new law should recognize the right of all public employees, including police and firemen, to bargain collectively, subject to enumerated safeguards.

- a. The bargaining unit should be determined in each instance by the Pennsylvania Labor Relations Board pursuant to statutory guidelines.

- b. The bargaining agent should be determined only by elections supervised by the Labor Board.

- c. Bargaining should be permitted with respect to wages, hours, and conditions of employment, appropriately qualified by a recognition of existing laws dealing with aspects of the same subject matter and by a carefully defined reservation of managerial rights.

- d. Employees should be protected from an obligation to

become members of an employee organization as a condition of employment; but the right to collect dues from the members of the bargaining unit who are not members of the employee organization should be recognized as a bargainable issue under appropriate safeguards.

3. The law should require both parties to bargain in good faith through the following steps:
 - a. Face to face collective bargaining between the parties, the final agreement to be reduced to writing and signed by representatives of all parties.
 - b. The utilization of the State Mediation Service in the event collective bargaining is not successful without it.
 - c. Fact finding and recommendations, and publication thereof, by a tribunal of three experienced arbitrators appointed by the Labor Board.

- d. In disputes involving policemen and firemen, if collective bargaining and mediation do not resolve the dispute, mandatory binding arbitration.

4. Except for policemen and firemen, a limited right to strike should be recognized subject to these safeguards:

- a. No strike should be permitted for any reason whatsoever until all of the collective bargaining procedures outlined above have been fully complied with.
- b. No strike should be permitted to begin or continue where the health, safety or welfare of the general public is in danger.
- c. Unlawful strikes should be subject to injunctions, and violations thereof enforced by penalties that will be effective against the bargaining agent or individual employees or both.

Explanation of Recommendations

We submit in summary form the reasoning behind our recommendations. We are prepared individually or collectively to discuss them in greater detail with legislative committees or affected public bodies or employe groups as may be deemed helpful.

1. The Public Employe Act of 1947 should be replaced by an entirely new public employe law.

The 1947 Law has at least three major weaknesses in its basic structure:

- a. The 1947 Act does not require public employers to bargain collectively with their employes. This has led to an almost complete breakdown in communication where the public employer has not chosen to recognize the right of its employes to bargain collectively. In our judgment, this inability to bargain collectively has created more ill will and led to more friction and strikes than any other single cause.

- b. The 1947 Act forbids any and all strikes by public employees. Twenty years of experience has taught us that such a policy is unreasonable and unenforceable, particularly when coupled with ineffective or non-existent collective bargaining. It is based upon a philosophy that one may not strike against the sovereign. But today's sovereign is engaged not only in government but in a great variety of other activities. The consequences of a strike by a policeman are very different from those of a gardener in a public park.
- c. The mandatory penalties of the 1947 Act are self-defeating. By forbidding a public employer to give normal pay increases for three years to one who has struck and has been re-employed, simply reduces the value of such a position to that employee and drives him to seek other work or another employer. School teachers are in short supply and the community does itself a disservice if it drives that teacher

to employment elsewhere.

In replacing the 1947 Act we favor a single statute governing relations between all public bodies and their employes. Only in this way can we insure the consistent application of basic employment policies to everyone in the public service. While such an Act will cover many types of public instrumentalities and a great variety of occupations, the principles that we would recommend for the resolution of employment relationships apply equally to all. At the same time the provisions assure enough flexibility to apply realistically to a variety of specific situations.

We do not recommend extending our proposed legislation to privately incorporated agencies which receive financial support from the State, such as schools or hospitals. But we do recommend that consideration be given to defining the rights and duties of employer and employe in such agencies

by legislation supplemental to that now applicable to private employment.

2. The new law should recognize the right of all public employes, including police and firemen, to bargain collectively, subject to enumerated safeguards.

Without exception, the witnesses who appeared before us testified that a recognition of the right of public employes to bargain collectively would do more to resolve disputes than anything else that could be done. We recall no one who opposed the concept of collective bargaining. It opens the door to communication; without it an impasse commonly develops before either party has heard an explanation of the other's position. If a new statute did nothing else it should recognize the right of collective bargaining and spell out the processes by which it can be brought into being. However, we would safeguard such a right by procedures which would prevent its misuse.

The appropriateness of the bargaining unit should be determined in each instance by the Pennsylvania Labor Relations Board

pursuant to statutory guidelines such as a community of interest among members of the bargaining unit, protection against over fragmentation of bargaining units and the recognition that units should be structured to correspond to the governmental agencies with whom they will deal. We do not favor permitting the appropriateness of bargaining units to be determined by the consent of the employer without bringing to bear the experience of an agency such as the Labor Relations Board.

An employe organization which is selected by majority vote as the bargaining agent for the entire unit should have no right to bargain for an agreement which requires any employe to join the employe organization. It is quite generally recognized that this would be inappropriate in public employment. However, we believe it should be permissible for a contract to be made with an employer which required the non-member employes to pay to the bargaining agent the equivalent of membership dues as reimbursement to the employe organization for its services as the bargaining representative for the entire group. We do not mean to authorize inclusion in such charge of a further sum corresponding to initiation

fees in the employe organization. Safeguards should be provided to prevent fees so paid from being used for political campaign contributions or other purposes unrelated to bargaining representation.

3. The recognition of the right to collective bargaining carries with it the obligation of both parties to bargain in good faith.

Neither party should be permitted to stop bargaining and declare an impasse until it has so bargained, called in the State Mediation Service, if necessary, and, if that fails, submit the dispute to a panel of experienced fact-finders appointed by the Labor Board to determine and publicize facts and recommendations.

The duties which we recommend for the State Labor Relations Board and the Mediation Service will require a strengthening of both agencies. The work of the members of the Labor Board will become a full time responsibility. But whatever cost is incurred will be small compared with the public benefit in resolving disputes and avoiding strikes. We would recommend that consideration be given to abandoning the labor-management-public orientation of its members, that the Board be enlarged from three to five members and that salary be commensurate with responsibility.

Likewise, the Mediation Service will have to be enlarged while maintaining the same skills and quality of service that now prevail.

4. The right to strike should be strictly limited.

No one should have a right to strike until all collective bargaining procedures have been exhausted. If there is a strike before all collective bargaining procedures are exhausted, no other showing should be needed to cause the appropriate court to enjoin the strike.

Likewise there can be no right of public employees to strike if the health, safety or welfare of the public is endangered. The rights of both public employer and public employee must necessarily be subordinated to the welfare, health and safety of the general public. Consequently, the legislation we recommend will provide that if a strike is threatened or occurs after collective bargaining has been exhausted, it can begin or continue only so long as public health, safety or welfare are not in danger. The appropriate courts should be empowered to enjoin any strike of public employees

once that danger point has been reached. The court should be armed with authority to impose such penalties upon striking employes and the employe organization as will make most unlikely the beginning or the continuation of the strike once a court has determined that the public health, safety or welfare is jeopardized.

But where collective bargaining procedures have been exhausted and public health, safety or welfare is not endangered it is inequitable and unwise to prohibit strikes. The period that a strike can be permitted will vary from situation to situation. A strike of gardeners in a public park could be tolerated longer than a strike of garbage collectors. And a garbage strike might be permissible for a few days but not indefinitely, and for longer in one community than another, or in one season than another.

The collective bargaining process will be strengthened if this qualified right to strike is recognized. It will be some curb on the possible intransigence of an employer; and the limitations on the right to strike will serve notice on the employe that there are limits to the hardships that he can impose.

We also believe that the limitations on the right to strike which we propose, namely, that collective bargaining must first have been exhausted and that a strike cannot be permitted to endanger public health, safety or welfare, will appeal to the general public as so much fairer than a general ban on strikes that the public will be less likely to tolerate strikes beyond these boundaries. Strikes can only be effective so long as they have public support. In short, we look upon the limited and carefully defined right to strike as a safety valve that will in fact prevent strikes.

We recommend severe penalties for the violation of an injunction against a strike for either of the reasons we have enumerated. We shall so provide in our recommended legislation. Basically these will take the form of fines or imprisonment or both against strikers or the organizations responsible for strikes.

Waiver of penalties under the 1947 Act

The 1947 Public Employees Act provides that if a person violating the provisions of the Act is subsequently reappointed or reemployed as a public employe his compensation may not exceed

that received by him immediately prior to his violation of the Act and that it may not be increased until the expiration of three years from such reappointment or reemployment and that such person shall be on probation a period of five years following such reappointment or reemployment during which period he shall serve without tenure and at the pleasure of the appointing officer or body.

These provisions are proving to be self-defeating, particularly with respect to teachers. They are in short supply and they do not need to seek reappointment under such conditions. Several school districts may be seriously crippled unless their school boards are authorized in their discretion to suspend or waive these penalties, in whole or in part. This may be true of other governmental bodies as well.

In recommending the enactment of a new public employee law we are recommending the repeal of the 1947 Act. Our proposed legislation will include in addition to such a repealer an authority in all governmental bodies subject to its terms to suspend or waive in whole or in part the mandatory penalties of the 1947 Act heretofore imposed.

Effective Date

Enactment of the proposed legislation will vastly expand the duties of the State Labor Relations Board and State Mediation Service. They will require time to "tool up" and "staff up". We would propose, therefore, that if our recommendations are written into legislation that the statute be made effective not less than three months subsequent to the date of enactment.

Conclusion

We propose (1) the recognition of collective bargaining, (2) its mandatory utilization and (3) the limitation of the right to strike to (a) impasses which remain after all collective bargaining procedures have been exhausted and (b) situations where the public health, safety or welfare are not endangered.

We believe that the implementation of these recommendations will benefit all parties thus:

The public employer gains a channel of communication with his employes through the collective bargaining representative

of the employes. He is protected against a strike until collective bargaining has been completed. He is given the help of the Bureau of Mediation and of experienced fact finders. He may initiate injunctive proceedings if the health, safety or welfare of the public is endangered.

The public employe has a spokesman with whom his employer must bargain in good faith. He has mediation and fact finding help. His bargaining position is strengthened by the right to strike unless and until the health, safety or welfare of the public is endangered.

The public benefits because it obtains enforceable recognition that its health, safety and welfare supersede the rights of both public employer and public employe; because the improved processes of complete collective bargaining encourage the settlement of disputes and reduce the likelihood of strikes; and because the flexibility of the procedures and the basic fairness of the law assure the direct influence of public opinion on settlement and builds public respect for law.

Acknowledgement

The Commission expresses to you sincere thanks for the superb and unstinting assistance given to this Commission by the staff which you assigned.

Respectfully submitted,

GOVERNOR'S COMMISSION TO
REVISE THE PUBLIC EMPLOYE
LAW OF PENNSYLVANIA

s/ Leon E. Hickman, Chairman

s/ Harold F. Alderfer

s/ P. Freeman Hankins

s/ John W. Ingram

s/ Bernard N. Katz

s/ Robert H. Kleeb

s/ Edward B. Mifflin

s/ N. R. H. Moor

s/ Emil E. Narick

s/ Max Rosenn

s/ William G. Willis

s/ John K. Tabor

APPENDIX A

COMMONWEALTH OF PENNSYLVANIA

GOVERNOR'S OFFICE

May 14, 1968

HARRISBURG

SUBJECT: Governor's Commission for Revision of Pennsylvania
Public Employee Law

TO: Heads of All Administrative Departments, Independent
Administrative Boards and Commissions, and Other
State Agencies Under the Governor's Jurisdiction

FROM: The Governor s/ Raymond P. Shafer

WHEREAS, the Pennsylvania law governing public
employees was passed in 1947; and

WHEREAS, the number of public employees has vastly
increased since that time; and

WHEREAS, the complexity and involvement of their
work has greatly increased since that time; and

WHEREAS, approximately 700,000 persons are now
employed by government on all levels in Pennsylvania; and

WHEREAS, the quality and morale of these employees
is of critical concern to all citizens of the Commonwealth and
all public bodies of the Commonwealth; and

WHEREAS, the Commonwealth has experienced in recent months a number of labor disputes by public employees with public employers where existing law has been disregarded, or in the opinion of some, has been held inadequate; and

WHEREAS, the relations between public employees and public employers is a matter that should be treated across the Commonwealth according to consistent policies rather than on a piecemeal basis; and

WHEREAS, numerous affected groups have strong views as to the types of legislation which should be adopted; and

WHEREAS, the Commonwealth, moreover, has an unusually talented assembly of persons knowledgeable in the field of labor relations;

I HEREBY DIRECT:

1. There is hereby created a Governor's Commission for Revision of Pennsylvania Public Employee Law.
2. The responsibility of such Commission shall be to review the whole area of the relations of public employees and public employers and to make recommendations to the Governor for the establishment of orderly, fair, and workable procedures governing those relations, including legislation if the Commission deems it appropriate.
3. The Commission recommendations shall be in the hands of the Governor not later than 10:00 A. M., June 20, 1968.

4. The Members of the Commission shall be:

CHAIRMAN

Leon E. Hickman, Esquire - Pittsburgh -
retired Executive Vice-President of
Aluminum Company of America, now
practicing attorney.

CITIZEN MEMBERS

Dr. Harold F. Alderfer - Harrisburg -
Former Deputy Superintendent of
Public Instruction, Professor Emeritus of
Political Science (local government).

John W. Ingram - Harrisburg - former
State Secretary of Administration
President of Pennsylvania Economy League

Bernard Katz, Esquire - Philadelphia
attorney specializing in labor law.

Robert H. Kleebe, Esquire - Philadelphia
prominent labor lawyer.

Dean N. R. H. Moor - Pittsburgh
former Dean of Trinity Episcopal Church
Chairman, Labor Management Council of
Pittsburgh

Emil E. Narick, Esquire - Pittsburgh
Assistant General Counsel for United Steel
Workers of America - Chairman, Allegheny County
Planning Commission - former member, Board of
Trustees - University of Pittsburgh.

Max Rosenn, Esquire - Wilkes-Barre -
former State Secretary of Welfare -
practicing attorney specializing in labor
law.

Dr. William G. Willis - Philadelphia
Secretary of Temple University.

MEMBERS OF LEGISLATURE

Honorable Freeman Hankins - Philadelphia
Member of Senate - Funeral Director
designated by President Pro Tem.

Honorable Edward B. Mifflin - Swarthmore
Member of the House - Sales Manager
designated by the Speaker of the House.

EX-OFFICIO - (non-voting)

Honorable John K. Tabor - Pittsburgh
Acting Secretary of Labor and Industry and
Secretary of Internal Affairs.

CONSULTANT

- * Dr. George W. Taylor - Philadelphia
Harnwell Professor of Industry - Wharton
School, University of Pennsylvania
nationally known mediator and arbitrator
by appointment of the President; author of
the New York (State) Labor Law for Public
Employees.

STAFF - (non-voting)

Mr. Charles T. Douds (Chief of Staff)
Harrisburg - Director of Mediation
Pennsylvania Department of Labor and
Industry.

Dr. Arthur C. Eckerman - Harrisburg
Director of Personnel, Office of
Administration.

Thomas H. Lane, Esquire - Harrisburg
Deputy Attorney General - Special Labor
Relations, Department of Justice.

Malcolm B. Petrikin, Esquire
Harrisburg - Chairman, Labor
Relations Board, Department of Labor
and Industry.

Roderic Terry - Allentown - Director
of the Bureau of Community Services,
Department of Community Affairs.

- * Due to other commitments on the part of
Dr. Taylor he was unable to participate
in the activities or deliberations of the
Commission.

June 25 HARRISBURG -- Presentation of Commission's Report
 to the Governor.
 Press Conference immediately following Presentation.
 Meeting of Commission Members with representatives
 of Organizations and Agencies that testified before
 the Commission in Harrisburg, Erie, Philadelphia,
 Pittsburgh and Wilkes-Barre, Pennsylvania.

APPENDIX C

ORGANIZATIONS OR AGENCIES SUBMITTING WRITTEN AND/OR ORAL STATEMENTS TO THE COMMISSION

The following organizations or agencies submitted written and/or oral statements:

Allegheny County Labor Council, AFL-CIO
Anthony L. Luty, Executive Secretary

American Federation of State, County and Municipal
Employees, AFL-CIO
Robert H. Hastings, Executive Assistant to the
President

American Federation of Teachers, AFL-CIO
Harold Ash, Field Representative

Baldwin-Whitehall School District, Allegheny County
Edward R. Lawrence, Solicitor

Board of Education, Philadelphia
Frank H. Gelman, General Counsel

Building Service Employees Union Local No. 29, AFL-CIO
Charles Levey, President

Delaware River Port Authority of Pennsylvania and
New Jersey
Charles V. Stoelker, Jr., Attorney Specialist

Erie, City of
Louis J. Tullio, Mayor
Dr. James H. Zipper, Superintendent of School District
James G. Hanes, Solicitor
William J. Carney, Solicitor

Erie County Association of Boroughs
William Higgins, President

Erie County Commissioners

Fred W. Lamberton, Chairman

Erie County Association of Township Officials

C. Maurice Youngs, President

Kenneth L. Traut, President, Fairview Township

Frank Schwanbenhauer, Commissioner, Harborcreek Township

George Schau, President, Millcreek Township

Robert Gindelsperger, Superintendent, Harborcreek Township

Erie County AFL-CIO Council

C. Ted Dombrowski, President

Erie Federation Association

William J. Quirk, President

Erie Federation of Teachers, Local 337, AFL-CIO

Michael L. Evanoff, President

Charles Verdicchia, Vice-President

John Peplinski, Secretary

Erie, County of

Harvey D. McClure, Solicitor

Erie County School Board

Richard Carroll, President

Erie County Schools

Dr. Kenneth D. Krantz, Superintendent

Erie School District

Dr. John Rewers, Board President

Fraternal Order of Police, Pennsylvania Lodge

Dennis J. Nicholson, State President

Lackawanna County Commissioners

Thomas H. Hart, Assistant County Solicitor

League of Cities

William B. Harral, Assistant Director

Local Government Conference
Fred Hershey, Chairman

Harold A. Thomas, President Emeritus, Township
Supervisors of America
Kenneth Greiger, Township Supervisors of America
Milton W. DeLancey, Executive Director
State Association of Township Supervisors

Daniel B. Michie, Jr., Solicitor, Township of Abington

Gerald C. Godwin, Jr., Assistant Executive Director
State Association of Boroughs

R. Paul Lessy
Pennsylvania Association of Township Commissioners

Sam McCune, Executive Director
Pennsylvania State Association of Township Commissioners

Dr. Charles F. LeeDecker, Executive Director
Pennsylvania State Association of Boroughs

Elmer Johnson, President
Pennsylvania State Association of County Commissioners

Richard Marden, Executive Director
Pennsylvania League of Cities

Luzerne County School District
Wesley Davis, Superintendent

Meadville, City of
Allan R. Moon, Superintendent of Public Schools, Crawford
County
John P. Brier, Assistant Superintendent of Public Schools,
Crawford County

Monroeville, Borough of
Jerome M. Meyers, Solicitor

Mount Lebanon School Board
Donald C. Bush, Solicitor

Pennsylvania AFL-CIO

Harry Boyer, President

Pennsylvania Association of Firefighters, AFL-CIO

Andrew Purcell, State President

Pennsylvania Federation of Teachers, AFL-CIO

Margaret Root, Executive Secretary

John Ryan

Pennsylvanians for Right to Work

James Scott II, President

Pennsylvania Liquor Control Board Employees

Independent Association

Hector J. D'Amora, President

John M. Baur, Past President

Pennsylvania Nurses Association

Agnes E. M. Anderson, Executive Secretary

Kathryn Grove, Assistant Executive Secretary

Mary E. Bell, Research & Statistic Staff Advisor and
Consultant

Jack Riggs, Legal Counsel

Pennsylvania School Board

Fred M. Hedding, President

Frank J. Young, Second Vice-President

John H. Hertz, Executive Director

Pennsylvania Society of Professional Engineers and also
representating Pennsylvania Licensed Practical Nurses
Association

Robert M. Maurer, Counsel

Pennsylvania State Employees Council, AFL-CIO

Jack Henry, President

Reuben H. Miller, Legislative Representative of Council 26

Pennsylvania State Council of Public Employees, AFL-CIO

Alfred S. Malt, President

Pennsylvania State Education Association

Joseph Standa, President

Harold J. Koch, Acting Assistant Research

Secretary for Legislative Services

David F. Stafford, Director of Research

Philadelphia, City of

Louis C. Johanson, Legislative Representative

Foster B. Roser, Director of Personnel

Pittsburgh, City of

David Stahl, Solicitor

Pittsburgh Building Trades Council, AFL-CIO

Angelo Carboni, Business Representative

Pittsburgh Federation of Teachers, AFL-CIO

Albert Fondy, President

Pittsburgh School Board

Mrs. Maxin Aaron, Chairman

Niles Anderson, Solicitor

Nicholas Unkovic, Attorney

Pittsburgh Teachers Education Association

Jerry L. Fuchs, Executive Director

Teachers Association of Philadelphia

Ruth L. Bylone, President

Robert Kline, Executive Director

Teamsters Joint Council No. 40

Daniel DeGregory, President

Transport Workers Union of America, AFL-CIO

Andrew J. Kaeline, International Vice-President

John F. O'Donnell, General Counsel

Scranton, City of

Harvey Gelb, Solicitor

Scranton Central Labor Union, AFL-CIO
Philip Brady, President

Scranton Federation of Teachers, AFL-CIO
Robert Cavanaugh, President

Service Employees International Union, AFL-CIO
Jerry W. Hinchey, International Representative

Wilkes-Barre, City of
Frederick Wegner, City Manager

Wilkes-Barre Labor Council, AFL-CIO (Greater)
James Clark, Legislative Representative

Wilkes College
Dr. Hugo V. Mailey, Professor

APPENDIX D

MEMBERS OF COMMISSION, BIOGRAPHICAL SKETCHES

Leon E. Hickman -- Pittsburgh

Chairman of the Finance Committee,
Aluminum Company of America.
Counsel, Eckert, Seamans and Cherin

Dr. Harold F. Alderfer -- Mechanicsburg

Former State Deputy Superintendent of Public Instruction, and
retired Director, Penn State Institute of Local Government

Hon. P. Freeman Hankins -- Philadelphia

Member, Senate of Pennsylvania, Ranking minority party member,
Committee on Labor and Industry
Funeral Director, Member NAACP

John W. Ingram -- Camp Hill

President, Pennsylvania Economy League.
Former State Secretary of Administration.

Bernard N. Katz, Esquire -- Philadelphia

Member, law firm of Meranze, Katz, Stear and Bielitski.
Specialist in labor law.

Robert H. Kleeb, Esquire -- Philadelphia

Member, law firm of Morgan, Lewis and Bockius.
Former Regional Attorney, National Labor Relations Board.

Hon. Edward B. Mifflin -- Swarthmore

Member, House of Representatives of Pennsylvania,
Chairman of House Labor Relations Committee.

Very Reverend N. R. H. Moor -- Pittsburgh

Dean of Trinity Episcopal Church, retired.
Chairman, Pittsburgh Labor Management Council

Emil E. Narick, Esquire -- Pittsburgh

Assistant General Counsel, United Steelworkers of America
Chairman, Allegheny County Planning Commission

Max Rosenn, Esquire -- Wilkes Barre

Member, law firm of Rosenn, Jenkins and Greenwald.
Former State Secretary of Welfare

Dr. William G. Willis -- Philadelphia

Vice President, Temple University, Professor of
Political Science, Former Director, University of Pittsburgh
Institute of Local Government

Hon. John K. Tabor -- (non-voting) Pittsburgh

State Secretary of Labor and Industry

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